



GOVERNOR ARNOLD SCHWARZENEGGER

July 16, 2009

Mr. Akio Toyoda
President
Toyota Motor Corporation, Inc.
1-14-18 Koraku
Bunkyo-ku, Tokyo 112-8701
Japan

Dear Mr. Toyoda,

I am writing on behalf of California to encourage you to continue Toyota's commitment to the NUMMI facility in Fremont. For 50 years, Toyota has been one of the most successful car companies in the world, and I am pleased that our great state remains your largest U.S. market. I am also pleased that, for fully half that time, the NUMMI facility has had a hugely positive effect in both our operations.

We have already pulled together a coalition that includes my administration, the California Legislature and congressional delegation, Alameda County, Port of Oakland and the City of Fremont to join forces with Toyota to enable NUMMI to become even more productive and profitable in the years to come. NUMMI's contribution to the California economy has been significant since operations started in 1984, and I know the facility has played a significant role in Toyota's manufacturing, research and development and marketing. NUMMI is the largest private employer in Alameda County, and we fully appreciate the economic benefits that have resulted over the course of the past 25 years.

We look forward to working with Toyota to develop solutions that will ensure its continued success. I have asked Mr. David Crane, my Special Advisor for Jobs and Economic Growth, to be available if you need any assistance. He can be reached at (916) 552-8606. Additionally, I have dispatched Mr. Jonathan Kaji, whom you may know from his time as the Director of the California Office of Trade and Investment in Tokyo, to meet with you and report back to my office.

It will be my great pleasure to work with you to build a stronger economy for all.

Sincerely,

A handwritten signature in black ink, appearing to read 'Arnold Schwarzenegger'. Below the signature is the printed name 'Arnold Schwarzenegger'.

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